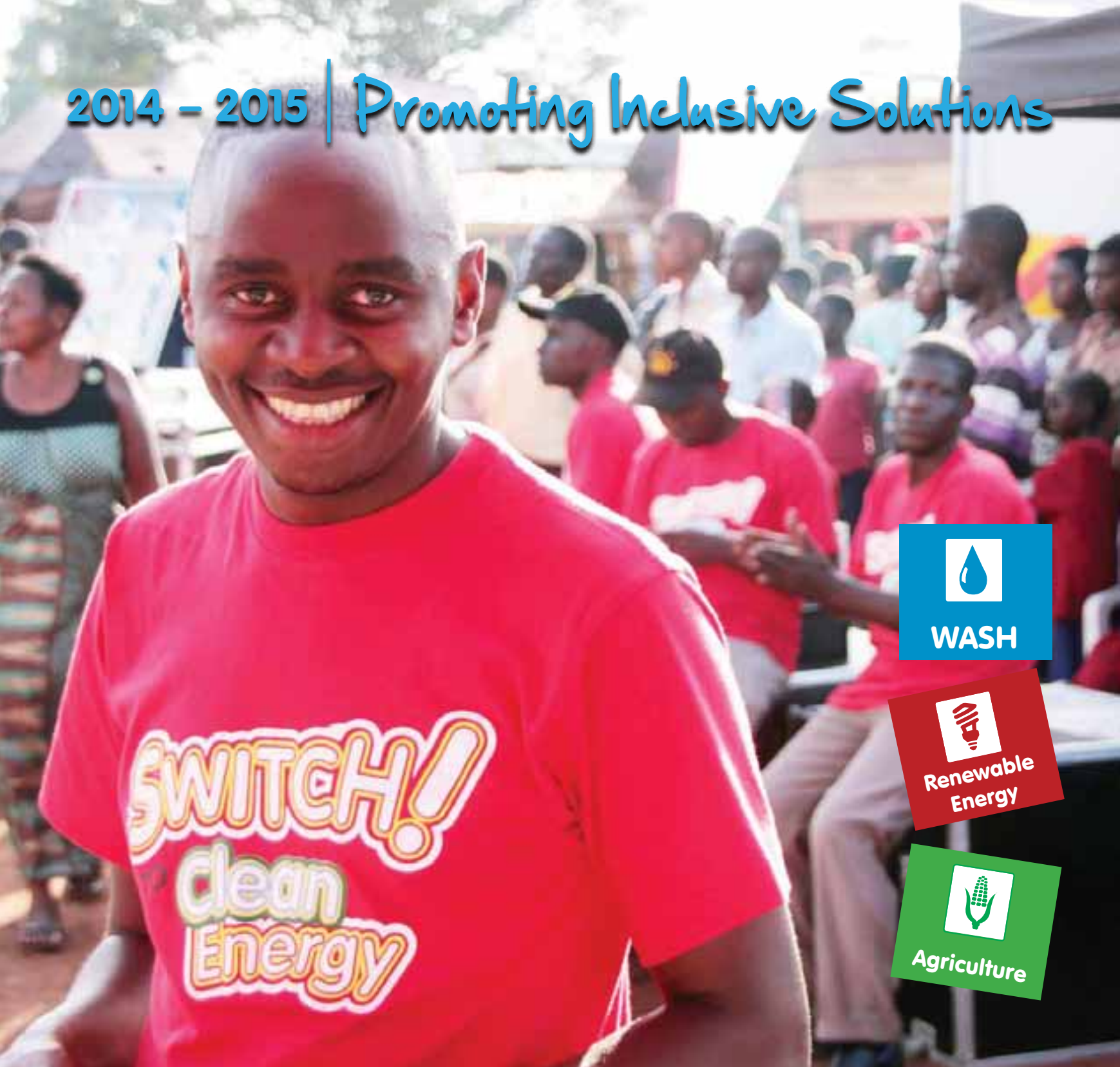


2014 – 2015 | Promoting Inclusive Solutions



WASH



Renewable
Energy



Agriculture

SNV

Netherlands

Development

Organisation

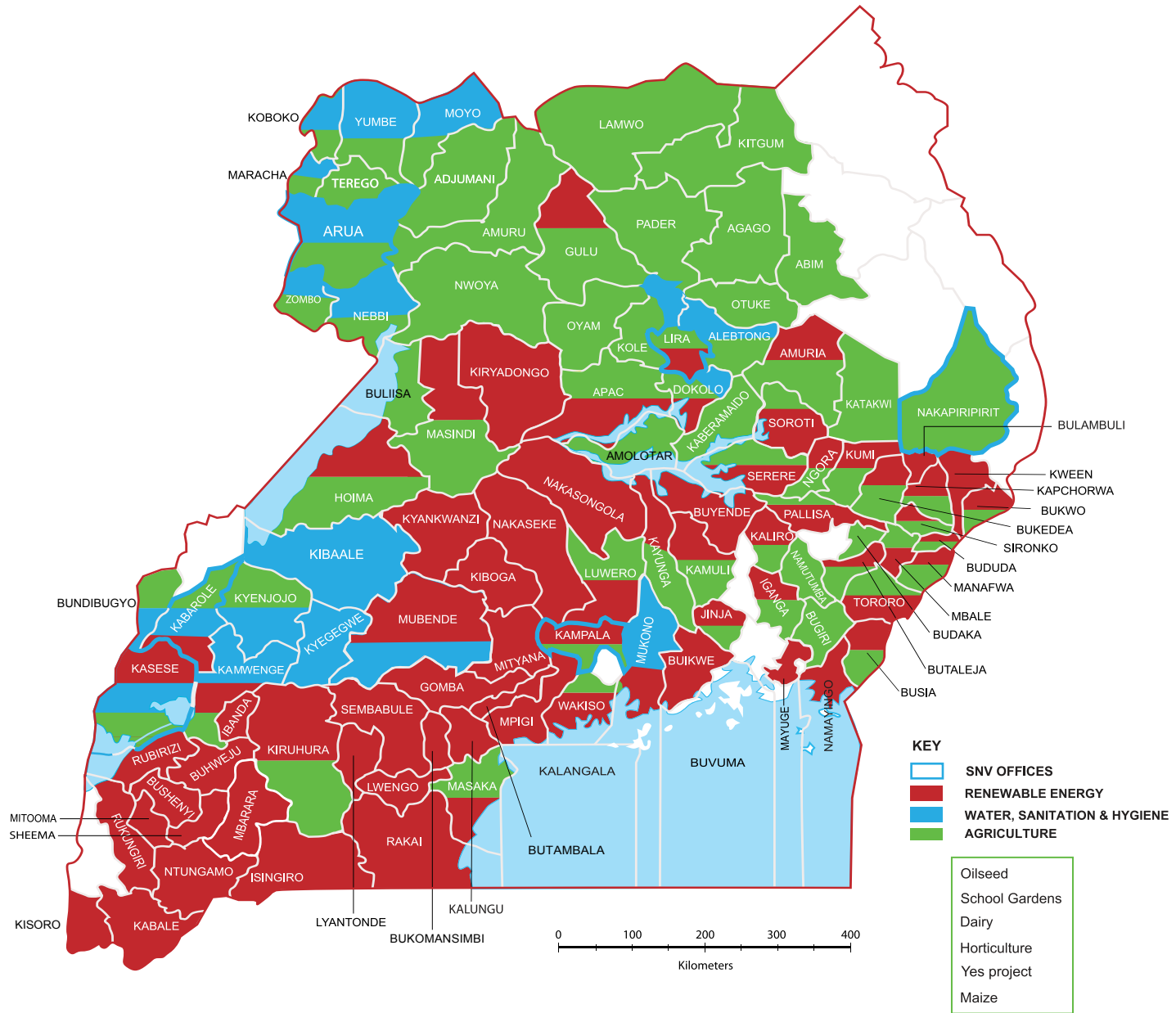
SNV is dedicated to a society in which all people enjoy the freedom to pursue their own sustainable development.

We contribute to this by strengthening the capacity of local organisations.



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During 2014, SNV programmes directly impacted the lives of 440,800 people and indirectly benefited 1,130,000 people.

A word from the Country Director

It is my pleasure to present SNV Netherlands Development Organisation's 2014-2015 report. This report provides an overview of our work implementing sustainable solutions to development challenges with our Ugandan partners. At SNV, we believe that local communities hold the key to unlocking sustainable development. We depend on their resourcefulness, creativity, and knowledge to do our work.

We are proud to report on several accomplishments we have made together. In 2014, SNV celebrated 25 years of working in Uganda and is celebrating its Golden Jubilee in 2015. One of our local partners in Kabarole district – Joint Effort to Save the Environment (JESE) received the Stars Impact Award for 2014 in London in December in recognition of their work towards improving sanitation in schools and communities. One of the projects we implemented together with JESE and other stakeholders is the three-year Community Empowerment Programme (CEP) which ended in 2014.

The primary objective of CEP was to empower rural men and women in a way that is sustainable. I am happy to report that we registered tremendous impact through the programme and that the results have been embraced by the implementing districts. This success, however, would not have been possible without the good collaboration of the districts, school administrators, local partners, SNV staff, and the communities we worked with. They owned the programme, and because of their commitment we were able to achieve significant impact together. During 2014, SNV programmes directly impacted the lives of 440,000 people and indirectly benefited 1,130,000 people.

Although a number of programmes ended, we have signed several exciting new multi-year initiatives:

- **Agri-Finance Project**, funded by the Kingdom of the Netherlands
- **Youth Employability through Enterprise and Skills Development (YES) Project**, funded by the European Union, will target the districts of Nebbi, Arua, Moyo, and Yumbe
- **Improving Water Supply**

- **Sustainability**, funded by Austrian Development Agency, will be implemented in Dokolo, Alebtong, and Apac Districts. The project will build on our work under the Community Empowerment Programme
- **Sustainable Nutrition for All**, funded by the Swiss Agency for Development Cooperation, seeks to improve nutrition in Kasese and Kyenjojo households by promoting agro-biodiversity and increased dietary diversity
- **Promoting Public-Private-Producer Partnerships (4Ps)** in oilseed value chain, funded by IFAD
- SNV will **host and support the Netherlands Uganda Trade and Investment Platform (NUTIP)**, harnessing the economic power of cooperation between Dutch and Ugandan entrepreneurs with support from the Embassy of the Kingdom of the Netherlands.

SNV is also spearheading a three-year national handwashing initiative to scale up handwashing with soap across the country. The initiative will be implemented under a public-private partnership overseen by the National Handwashing Steering Committee, which is led by the Ministry of Water and Environment. In 2015, we will continue working in Renewable Energy; Water, Sanitation & Hygiene and in the oilseed, livestock, horticulture, maize, cassava and coffee value chains among others.

The Government of Uganda has supported our work for the last 25 years which trust and support has enabled us to effectively implement programmes that have had a far reaching impact on ordinary Ugandans. I wish to extend my sincere appreciation to all our partners and the Ugandan government for their collaboration in 2014. I look forward to strengthening our partnership in the years to come.

Sincerely,
Jeanette
Jeanette de Regt
Country Director

About SNV Netherlands Development Organisation

At SNV Netherlands Development Organisation, we believe that no one should have to live in poverty and that all people should have the opportunity to pursue their own sustainable development. We empower people by developing their capacities and linking them to services and opportunities that they need to live healthy, productive, and fulfilling lives, while sustainably using the natural resources they depend on.

Since its formation in the Netherlands 50 years ago, SNV has grown to work in 39 countries throughout Africa, Asia, and Latin America. SNV Uganda currently supports interventions in 100 districts across the country. Our advisors use their expertise in agriculture, renewable energy, and water, sanitation and hygiene to contribute to solving some of the leading problems facing the world today.

The way we work

Our work is guided by four factors we believe to be essential to the success of development initiatives:

Inclusive development

In recent years, many countries have grown economically, improved their infrastructure and communications networks, expanded health and educational facilities, and generally developed favourable conditions for their citizens to flourish.

However, evidence shows that economic growth alone does not reduce inequity. For the poor to benefit from growth, it must be sustainable and equitable. To us, inclusive development is about linking people living in poverty—be they producers, workers, or consumers—to sustainable development processes.

Systemic change

Realising inclusive and sustained development at scale requires more than strengthening the capacity of individual players to provide better services to people living in poverty. It also requires addressing the systemic constraints underlying poverty and inequality.

SNV provides services that build the capacities of local agents (referred to as local capacity builders) to facilitate positive change. We work with them to increase outreach, improve productivity, and ensure high quality services. We connect to sub-national, national, and macro-level



actors who can positively influence policies and systems in favour of those living in poverty.

“One thing that anyone who has ever worked with SNV will attest to is an improvement in their performance because of the way SNV works. The SNV system of accounting for time spent on assignments teaches you not only how to manage your time effectively, but also how to deliver on the results. We are proud to be partnering with SNV.” **Geoffrey Odama Ejoyi, Local Capacity Builder, Rural Initiative for Community Empowerment**

Local ownership

The challenges we are facing around food, energy, and water are complex. They require action and innovation at all levels. Effective and sustainable solutions can only be achieved if local actors shape and drive their own agendas.

SNV recognises this. Therefore, we focus on facilitating the innate resourcefulness of local development partners, rather than leading development processes on their behalf.

Contextualised solutions

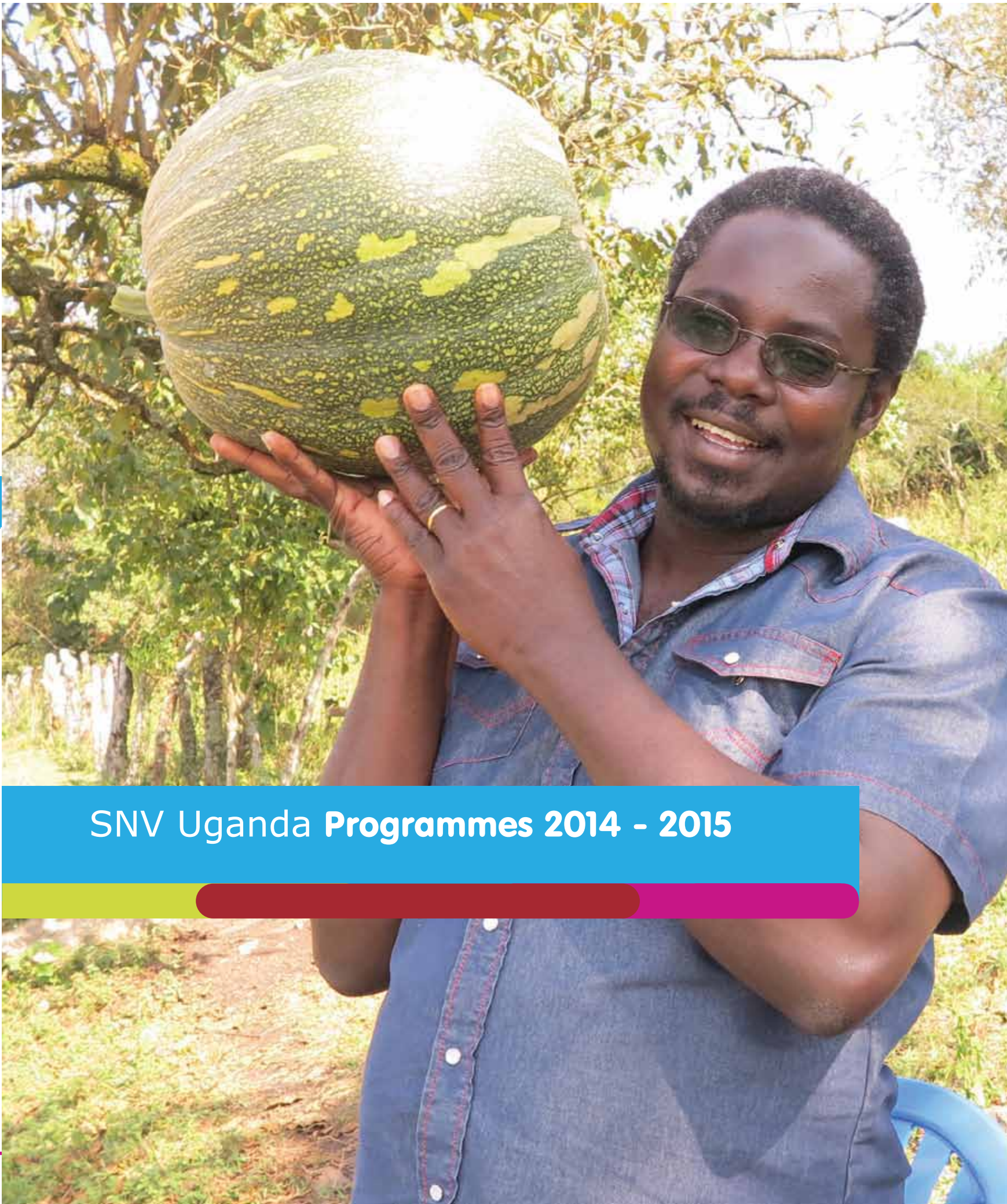
There are no 'one-size-fits-all' solutions to development

challenges. Effective and lasting solutions need to consider context—the political, administrative, and financial environment, as well as social and cultural conditions. However, solutions do not necessarily have to be invented from scratch. SNV uses its local presence and international networks to make tested solutions to development problems available globally.

Our people

SNV employs 1,200 professionals worldwide. In Uganda, we employ 44 full-time staff, 90% of whom are Ugandan nationals.

We work in teams of professionals who have varied skills, cultural backgrounds and professional experience. Our advisors not only possess knowledge within their areas of expertise, but also are skilled in process facilitation, business development, and institutional strengthening. SNV works with over 100 local partners, 80% of which are based in the districts where we operate.



SNV Uganda Programmes 2014 - 2015

Three-year Community Empowerment Programme (CEP) ends

From July 2011 to June 2014, SNV implemented the Community Empowerment Programme (CEP) in partnership with UNICEF, the Embassy of the Kingdom of the Netherlands, and the eight district local governments of Arua, Bundibugyo, Kasese, Kyenjojo, Lira, Nebbi, Nwoya, and Soroti.

- CEP had four major components:
- School gardens
 - School water, sanitation and hygiene (WASH)
 - Community WASH
 - Civil society organisation (CSO) strengthening.

CEP placed communities and stakeholders at the centre of its implementation strategy. It actively involved them first in identifying the problems affecting them and then in finding solutions. This process not only created a sense of ownership among stakeholders, but also empowered them to adopt new attitudes and practices that would sustain positive results.

“The Community Empowerment Programme was a very involving and educative program, right from its launch to the very end. No one involved in the programme has been left behind. From parents, school administrators, children to district staff, we have all learnt something from the programme.

I am happy that CEP was anchored in the local district structures and that local organisations were used to implement the programme. This has left us with the required skills and knowledge to continue strengthening the capacities of the local communities and the ability to effectively integrate what we have learnt into our district plans.” **Monica Ademacu, Assistant Chief Administrative Officer, Arua District**

School gardens

Under the school gardens component of CEP, 750 government-aided rural primary schools across the eight districts created parent-led school gardens and used them as centres to promote good agricultural practices in the community.

The intervention aimed to improve livelihoods through increased productivity and income at household level. It also



sought to improve the quality of primary education in schools by increasing parental involvement in school activities.

“It is possible for us to feed our children using the available land and resources that we have by adopting the SNV school garden approach. It is therefore my recommendation that all schools in Soroti take up school gardens because this is a good programme that should be scaled up.”

Dr Tom Gidudu, Deputy Chief Administrative Officer, Soroti District

School water, sanitation and hygiene

250 schools participated in the school WASH component of CEP with the following results:

- Improved access to sanitation and hygiene facilities in schools
- Improved regular practice of safe, hygienic behaviours at school and in homes
- Improved safe water chain and food storage practices in schools
- Improved menstrual hygiene management for girls in schools
- Pupils empowered through School Health Clubs (SHCs) to identify and respond to school WASH needs, especially concerning sanitation facilities.

Community water, sanitation and hygiene

CEP’s community WASH component targeted 250 community water sources (around the 250 schools targeted under school WASH) and 36,400 households.

The community WASH project sought not only to make more water sources functional, but also to make sure they remained functional by putting in place sustainable operation and maintenance systems that would be managed by the community.

The component also implemented Community Led Total Sanitation (CLTS) to encourage communities to eliminate open defecation, thereby improving household hygiene. Further, the project promoted handwashing with soap and use of the safe water chain in households.

Civil society organisation strengthening

The CSO strengthening component of CEP focused on helping the CSOs fulfil their existing roles more effectively, transparently and accountably using existing resources. It sought to build the



Innovative way of keeping soap safe from animals and water

capacities and expand the capabilities of five CSOs in the districts of Arua, Kasese, Kyenjojo, Lira, and Soroti to:

- deliver on their mandates
- positively influence policy
- sustain CEP’s impact in target areas.

The project focused on helping the CSOs fulfil their existing roles more effectively, transparently and accountably using existing resources.

Results

By the end of the programme in June 2014 CEP had contributed to the following results in Table 1 above:

Table 1

Result	Target	Achievement	Achievement against plan
Mentored pupils passing in division I or II of PLE	1,008	1,100	109%
Schools installing hand-washing facilities	200	226	113%
Schools establishing school gardens as learning centres for surrounding community ¹	750	711	95%
Parents improving food security at home	15,000	22,000	147%
Parents adopting at least one good agronomic practice and realising better farm productivity	22,500	19,700	88%
Pupils receiving parent provided midday meals while at school	120,000	170,500	142%
Community water points functioning ²	200	129	65%
People accessing newly-constructed latrines ³	29,120	21,300	73%

¹ Although the initial target was 750 schools, this was reduced to 711 after CEP was phased out in the district of Adjumani.

² These 129 water points provide 25,800 people with access to safe water.

³ This activity started one year late because of a reduction in funding.

duty or the [duty of the] school to feed their children but their responsibility, and it has worked. Today, parents are providing meals for their children and actively engaging with the schools to make the school environment conducive for their children. As a district leader, I am so grateful to CEP for the impact it has created, and we as the Lira District Executive intend to build on the initiatives started by CEP.”

Hon. Ogwang Oyang, Vice Chairperson, Lira District

Links

The detailed end of programme report and other documents can be downloaded from the SNV website through the following links:

Videos

- An Empty Stomach, an Empty Brain: Stories of community empowerment (<http://youtu.be/8fdPnTbLATE>)
- Community Empowerment: Improving health and sanitation habits (<http://youtu.be/MDshdls8-sU?list=UUGkRoFTe2Dr5RdT847WNHXg>)
- School Gardens: Increasing food security and income in households (http://youtu.be/qJsUsgsYy_k?list=UUGkRoFTe2Dr5RdT847WNHXg)

Publications

- “Case Study: SNV school garden programme empowering families in Kyenjojo District to provide midday meals to their children” (<http://www.snvworld.org/node/8102>)
- CEP Newsletter 2013 (<http://www.snvworld.org/en/countries/uganda/publications/snv-cep-newsletter-march-2013-stories-from-the-field>)
- Empowering Communities Through Parent-Led School Gardens (Manual) (http://www.snvworld.org/sites/www.snvworld.org/files/publications/school_garden_manual_website_version.pdf)
- Engaging Stakeholders in SMART Development (<http://www.snvworld.org/node/9688>)
- Facilitating Community-Driven Development (<http://www.snvworld.org/node/9690>)
- How to Implement Community-Driven Pupil Mentoring Programmes: Programme management and training guidelines (<http://www.snvworld.org/node/9216>)
- Mentor Guide (<http://www.snvworld.org/node/9217>)



Mentored farmers at a practical session in one of the mentor's farms



Dairy farmer-to-farmer mentoring launched in Eastern, Western and Southwestern Uganda

Over the years, dairy farmers have received numerous trainings to improve their management practices. However, this has not yielded as much impact as capacity builders have hoped, because many farmers choose to maintain their conventional practices.

For example, in 2013, SNV orientated dairy farmers in Eastern Uganda to the benefits of artificial insemination, but only 46% of participants adopted its use. Similarly, after other trainings, 48% of training participants adopted improved housing for dairy cows and 45% began using homemade mineral licks.

A number of factors lead to low adoption of improved practices. One factor is poor access to the inputs and services that make these improved practices possible.

However, a less-discussed reason for low adoption is that the training methods used do not always build farmers' confidence to levels where they can comfortably adopt the new practices.

To raise farmers' comfort levels, in August 2014, SNV initiated a mentoring programme in Eastern, Western and Southwestern Uganda.

Unlike mainstream trainings, in which farmers learn in larger groups, the mentoring programme is carried out on a small scale: Five farmers work with and learn from a model farmer on their farm for one week.

The mentoring programme provides farmers the opportunity to learn from model farmers, practice what they have learnt, and set targets for themselves when they return to their farms.

The results of the mentorship are already starting to take root. At the end of the mentorship, each mentored farmer is expected to have adopted at least three new practical skills in dairy husbandry that will lead to increased milk sales.

75 dairy farmers are taking part in the mentorship programme, the impact of which is being monitored by the Africa Institute for Strategic Services and Development.

In Kamwenge, the dairy farmers plan to begin their own mentoring programme within their cooperatives because of the practical knowledge transfer they witnessed in the mentoring programme.

12 farmers, out of the 15 targeted have already started growing improved pastures on their farm to address the issue of animal feeding and feeds. The farmers also agreed to start farmer to farmer exchange and rotational visits to each other's farm to assess their level of progress with the agreed milestones they committed to during the mentoring programme.

At the end of the mentorship, each mentored farmer is expected to have adopted at least three new practical skills in dairy husbandry that will lead to increased milk sales. 75 dairy farmers are taking part in the mentorship programme, the impact of which is being monitored by the Africa Institute for Strategic Services and Development.

Trader-led milk chain transforming dairy businesses in Kiruhura and Kyegegwa in Southwestern Uganda

Small-scale dairy farmers in Kiruhura and Kyegegwa Districts face many challenges. They have trouble making the leap from selling their milk informally to using formal marketing channels. When they do sell, they receive low prices for milk at the farm gate. Many farmers do not know how to properly utilise veterinary drugs, which is important because there is only one veterinarian in the country for every 3,000 cows. The regulations governing the Ugandan dairy industry are also not fully streamlined, meaning farmers work in an unclear regulatory environment.

To address such constraints to the dairy value chain, SNV is supporting small-scale farmers to adopt the dairy business centre (DBC) approach to dairy commercialisation. The DBC is beneficial in two ways:

- It provides a way for independent small-scale producers to bulk their milk and access markets
- It gives farmers in the DBC access to services. These include agro-vet input services and trainings in animal husbandry and marketing. The potential for further benefits exists; fully-developed DBCs offer credit and access to animal feed.

SNV formed a partnership with Abesigwa Dairies to develop Dairy Business Centres to strategically improve the incomes of all actors (dairy farmers, bulk milk buyers like Abesigwa Dairies, input suppliers and the extension service providers) in the dairy value chain.

SNV identified Abesigwa Dairies as a suitable partner because they were buying milk from over 1,300 farmers and had the capacity to increase this number. Through the partnership, there was potential for 1,800 farmers to increase their milk production and sales and subsequently incomes through linkages with the Dairy Business Centres. There was also potential for Abesigwa Dairies to increase their income through bulking and selling more milk obtained from the farmers.

In August 2013, SNV working with Abesigwa Dairies introduced the DBC model in all Abesigwa's collection centres. Abesigwa Dairies worked with a consulting firm, StratProjects, to mobilise and train local dairy farmers. All farmers in the

catchment area were eligible for trainings, regardless of whether they were already supplying milk to Abesigwa Dairies.

After the DBCs were formed, implementers met with dairy farmers and their associations around Abesigwa's milk collection centres to collect the following data:

- The number of milking cows
- The amount of milk produced
- Marketing channels and prices
- Costs and returns
- Constraints.

Use of extension and agro-vet service providers by smallholder men and women farmers

SNV and partners conducted a basic feasibility study to determine how to best connect farmers to agro-vet services. The study looked at private vets, agro-vet stockists, and animal drug manufacturers in Kampala, Mbarara and locally in Kiruhura District. The agro-vet dealers were offered a forum to agree to an arrangement whereby dairy farmers would supply milk at collection centres.

Several drug companies, including Norbrook, Eram Uganda, MTK, and Evervictory, responded positively. Stakeholders worked together to design a mechanism through which agro-vet services would be paid for through milk

sales, and the farmer associations signed a memorandum of understanding (MoU) and contracts with the service providers.

The contracts detailed prices, ensuring that the services were both affordable to the farmers and profitable to the service providers. The new system enabled cash-poor dairy farmers to access services and inputs on credit and at a lower price.

Achievements

The DBC approach in Kiruhura and Kyegegwa has been fundamental in organising dairy farmers. It has increased both their productivity and their access to dairy services and markets because of the critical mass generated when dairy farmers collectively bulk their milk.

The number of farmers selling their milk to Abesigwa Dairies has grown from 1,364 (90 women and 1,274 men) at the close of 2013 to 2,000 (100 women and 1,900 men) at the end of 2014.

On average, 15-30 litres of milk per farm is sold to Abesigwa Dairies every day. To handle the increase, Abesigwa Dairies added two additional milk collection centres in 2014, raising the total to eight. Its investment has paid off. Because of farmers' training in milk handling and



A vet drug store which supplies a dairy group in Kiruhura through a "check-off" system as part of a Dairy Business Centre

hygiene, milk rejects due to poor quality have reduced from 5% to just 1%. Consequently, Abesigwa milk collections have increased from 13,020 litres per day in 2013 to 18,000 litres in 2014.

“Our boys used to wake up at 3:00 am to deliver milk to the buyers at 5:00 am. If the buyers arrived before our boys reached, our milk would all go to waste because the buyers would not wait for the milk. Ever since Abesigwa Dairies started buying our milk, we no longer live in fear of our milk getting spoilt because the milk collection centre is now close to us and has a milk cooler, and they allow us to deliver milk up to 8:00 am.” **Ms Phoebe Ijukira, a dairy farmer in Lyentanga in Southwestern Uganda**

The farmers have now registered a cooperative society constituted by the farmer associations that host the DBCs. This arrangement has enabled the farmers to acquire 200 milking cans from the Uganda Dairy Development Authority. Abesigwa Dairies is exploring co-ownership of the milk collection centres with farmer associations so that they can concentrate on chilling and transporting the milk.

Harnessing opportunities for youth employment

Uganda has the largest percentage of young people under the age of 30 of any country. Unfortunately, it also has the highest rate of youth unemployment in Africa. Northern Uganda has a particularly high unemployment rate for several reasons:

- The protracted war with the Lord’s Resistance Army destroyed the economic foundation of the region while severely undermining the education of two generations of youth
- Out-of-school youth have limited skills
- Programmes that develop youth skills are not necessarily orientated to marketable skills
- Many business opportunities go untapped.

When asked, most youth themselves highlight the following as major challenges:

- They have limited practical skills, which makes it hard to compete for scarce jobs
- They have limited access to start-up capital to finance their businesses
- They face unpredictable weather patterns, making agriculture a risky proposition.

While many youth are innovative and interested in contributing to their own employability, they require an enabling environment and marketable skills to unlock their potential and respond to emerging market opportunities. Northern Uganda, which is located in a strategic business corridor with South Sudan and Democratic Republic of Congo, has the potential to create sufficient jobs and business opportunities for its youth, especially in the agriculture, extractive, and service industries, all of which are growing.

The Opportunity for Youth Employment Project (OYE), which began in September 2014, is an SNV-funded initiative to pilot innovative solutions to youth unemployment.

OYE is run in partnership with three grassroots organisations: Agency for Accelerated Regional Development (AFARD), Palm Business Consult, and Centre for Governance and Economic Transformation (CEGED). It is being piloted in 23 districts spanning three regions: Acholi, Lango, and West Nile.

- Together with its partners, SNV has already:
- mapped stakeholders and profiled actors who are promoting youth employment
 - profiled innovative youth businesses
 - identified employment opportunities in the districts, challenges preventing youth from tapping into these opportunities, and possible solutions



to the identified challenges.

The project has so far profiled 129 youth in the three regions, most of whom are engaged in farming or retail trade of agricultural products.

SNV believes that business incubation begins with linking market actors to one another and encouraging them to share their knowledge.

Working with local partners, SNV mobilised district stakeholders to participate in youth advocacy meetings and exhibitions that showcased the 129 youth profiled as part of OYE. Nearly 1,300 people participated, including politicians (such as the Minister of State for Northern Uganda, Hon. Rebecca Amuge Otengo), district executive members, academics, businesspeople, and entrepreneurs.

“SNV, AFARD and CEGED are not new in the district. They have stayed with us for long. If we team up with them as a local government, I know we are going to produce good results. I am also grateful that this time they have come with a youth project because the issue of youth employment is key for all of us in the region.”

Lulua Anita, Secretary of Social Services, Moyo District

The exhibitions and advocacy platforms opened stakeholders’ eyes to the youths’ untapped potential, enthusiasm, creativity, and openness to learning.

In addition, through the exhibitions, the youth were able to take advantage of networking opportunities and connect with their peers and members of the public.

For SNV and its partners, the advocacy events and exhibitions were just the start. During the next phase of OYE, SNV will work to:

- profile and market youth businesses by developing a directory of young entrepreneurs
- create youth hubs across the region with membership pulled from strong youth networks
- build the capacity of the youth to drive their own development agenda with support from the private sector.

Pig multi-stakeholder platforms launched

Despite high per capita pork consumption in Uganda (3.4 kg per annum), the pig industry has long been plagued by various constraints to production, which restrict the industry’s contribution to Uganda’s GDP as well as household income for pig farmers.

These constraints include disease, insufficient feeding, use of inferior breeds, and unreliable and unstructured markets.

Although these constraints can be overcome, the development and investment plan of the Ministry of Agriculture does not rank pig production high on its development agenda. Therefore, most government and non-government agencies have not prioritised the sector for research and development.

To address this gap, SNV and the International Livestock Research Institute (ILRI) signed a partnership agreement to explore ways for pig industry stakeholders to collectively address the above constraints.

Working with several other actors in the value chain, SNV and ILRI brought the stakeholders together through multi-stakeholder platform (MSPs), which SNV has used in the past to successfully address bottlenecks in commodity value chains and strengthen business linkages between actors in a given sector.

Two rounds of MSP meetings were held—with one meeting per round each in the

Eastern, Central and Western regions of the country, as well as a national meeting. Over 170 sector actors attended each round of meetings.

At each of the meetings, participants identified poor quality feeds and feeding as the major barrier to a well-functioning value chain.

By the close of 2014, stakeholders had agreed on the following actions to address this and other challenges:

- Hold three learning visits by farmer groups to model pig farmers in Kamuli District to witness improved pig feeding practices
- Map commercial, quality pig feed suppliers in the Central region
- Establish pig farmer unions in each region and at the national level
- Promote member participation in 2015 dialogue meetings to revise the Animal Feeds Bill
- Establish committees to lead future regional and national MSPs and transform the MSPs into formal bodies with the capacity to improve the value chain
- Use numerous strategies to improve feeds and feeding.

SNV partners with Financial Access to implement Agri-finance project in Uganda

Agriculture forms the backbone of Uganda’s economy, contributing 25% of GDP and accounting for more than 70% of exports. An estimated 70% of Ugandan households depend on agriculture for their livelihoods.

The sector has a huge potential to address food insecurity. However, agricultural productivity in the country remains low. Ugandan financial institutions are reluctant to invest in agriculture; only 7% of private sector credit is invested in agriculture.

Although many rural households want to move beyond subsistence farming, they are discouraged by the prohibitive interest rates charged by commercial banks.

To address this gap, SNV and Financial Access have partnered to help build an engaged and knowledgeable financial sector that views the financing of the food and agricultural sector as a commercially attractive and sustainable business proposition.

The programme will catalyse change in Uganda’s agricultural finance landscape by

offering technical assistance to financial institutions and lenders, introducing them to new approaches toward financial infrastructure and risk management, and setting up multi-stakeholder initiatives that bring farmers and lenders together.

The three-year programme was officially launched on 18 November 2014 by H.E. the Ambassador of the Embassy of the Kingdom of the Netherlands, which is funding the programme.

YES! An opportunity for youth employment

In October 2014, SNV took another step toward creating sustainable economic opportunities for youth by signing a three-year partnership with the European Union to implement the Youth Employability through Enterprise and Skills Development (YES) Project.

The project is being implemented in partnership with AFARD and CEGED, local partners in the West Nile districts of Arua, Moyo, Nebbi, and Yumbe. SNV and its partners will work to:

- improve the capacities of 100 private enterprises and 20 public and private centres to provide business, technical, and vocational training skills, thereby promoting youth employability
- improve access to employment opportunities for 5,000 youth between the ages of 15 and 30 through non-formal, vocational and business skills development
- improve the capacities of non-state actors and local authorities to provide services orientated to youth.

Learning and Earning Through School Gardens (LEARN)

In 2014 SNV began implementing the Learning and Earning through School Gardens (LEARN) Project in 66 government-aided primary schools in partnership with the five district governments of Abim, Agago, Kamuli, Nakapiripirit, and Nwoya. The two-year programme is built upon SNV’s success in implementing school gardens under the Community Empowerment Programme, which ended in June 2014. LEARN seeks to improve food and nutritional security for 3,000 households of schoolgoing children by:

- using schools as good agriculture demonstration sites to promote food security and nutrition at home



- mobilising parents to provide midday meals to their children
- strengthening teacher-parent relationships to improve academic performance
- promoting pupil entrepreneurship through young farmer clubs.

After starting the project, within a period of five months, 799 of 2,250 targeted parents had replicated at least one good agricultural practice at household level, and 687 of 3,000 targeted parents had reported improved food security. Furthermore, due to increased engagement of parents and teachers

in the demonstration gardens, parents have increasingly come to appreciate the need to support the schools as they work to improve their children's academic performance.

The positive results of the programme are evident. In Ogong and Bar Otuke Primary Schools in Agago District, parents constructed low-cost houses for teachers to accommodate resident staff. After realising that the school lacked a structure to shelter primary one pupils, parents at Nataparengan Primary School in Nakapiripirit District began constructing a new classroom using locally-available materials.

Another challenge that LEARN is trying to address is high youth unemployment, as many youth drop out of school after P7. Through the project, SNV works with its partners to promote agriculture as an attractive livelihood.

SNV and its partners helped form youth entrepreneurship clubs in schools so pupils could be mentored on both goal setting and good agricultural practices.

Over 1,700 pupils in 63 schools have enrolled so far in the clubs, and each club is being supported to develop and

implement unique business ideas. Over 1,360 of the targeted entrepreneurship trainees have established small gardens at home, replicating the good agricultural practices they learnt in their clubs.

The Uganda Oilseeds Subsector Platform

The Government of Uganda identified the oilseed sector as a focal area under the Plan for Modernisation of Agriculture (PMA). The sector has grown significantly because of support from various actors, including the Vegetable Oilseed Development Programme (VODP). However, further growth in the sector has been constrained by:

- poor coordination among sector actors
- lack of knowledge development across the sector
- inadequate sharing of market information among stakeholders
- insufficient dialogue and coordination, both between subsector actors and with government.

In response to these challenges, in 2011, SNV, in collaboration with the International Fund for Agricultural Development (IFAD), extended support to the Uganda Oilseeds Subsector Platform (OSSUP). OSSUP's mandate is to address systemic issues impeding the development of the oilseed subsector in Uganda.

It is a voluntary and member-driven network of private, public and civil society organisations, individuals, and institutions committed to working together to increase the subsector's growth. SNV and IFAD support OSSUP to effectively coordinate:

- policy dialogues among stakeholders
- links between businesses
- financing for businesses
- knowledge management on best business and production practiceslearning alliances.

In 2014, SNV Uganda partnered with OSSUP and the Centre for the Promotion of Imports from Developing Countries (CBI) in the Netherlands to start the Oilseeds European Union Export Programme.

The programme aims to increase the capacity of Ugandan small- and medium-scale enterprises to export. It does this by enhancing the support and services already offered to them by OSSUP. The



overall objective of the programme is to increase oilseed exports to EU countries.

Oilseed EU Export Programme

In 2014, SNV Uganda partnered with OSSUP and the Centre for the Promotion of Imports from Developing Countries (CBI) in the Netherlands to start the Oilseeds European Union Export Programme. The programme aims to increase the capacity of Ugandan small- and medium-scale enterprises to export.

It does this by enhancing the support and services already offered to them by OSSUP. The overall objective of the programme is to increase oilseed exports to EU countries.

A major element of the programme is coaching. Twelve Ugandan oilseed companies enrolled in the export coaching programme. Upon completion of the programme, the 12 companies and OSSUP network facilitators travelled to the Netherlands to participate in Health Ingredients Europe 2014, a global event featuring producers of natural ingredients and nutrition and wellness solutions.

The event brought together over 8,000 visitors from 94 countries.

"We might have had some prior knowledge about exporting to the EU, but this programme helped me understand the EU market and...what they look for in terms of standards and further, how we can work with companies who want to export. We will use the knowledge that we have got to build the capacity of our producer groups right from production to post-harvest handling so that we not only strengthen the supply chain, but improve the quality in the market."

Samson Musimbi, OSSUP Hub facilitator, Mbale District

SNV Uganda and World Food Programme sign partnership agreement to support 900 farmers

Like many Ugandan farmers, farmers in the Rwenzori region have not fully taken advantage of the opportunities staple crops provide. On one side, buyers complain that supply is limited, inconsistent, and of low quality. On the other side, smallholder farmers often do not have the resources to produce enough grain to meet the high market demands.

To address the gap between supply and demand, in 2014 SNV Uganda signed a partnership agreement with the United Nations World Food Programme (WFP)



Pupils of Paminyai Primary school with their bountiful tomato harvest which earned them 1.7M UGX!

School garden success story: Paminyai Primary school

Paminyai Pupils' Club was founded on 19 May 2014 with 50 pupils as members (29 boys and 21 girls). The club planted onions in a 10 by 10 metre piece of land and tomatoes in a 20 by 30 metre plot. The members had acquired the seeds with a UGX 100,000 grant from African Revival, one of SNV Uganda's partners in Nwoya District. The club borrowed an additional UGX 20,000 from a village savings and loan scheme started by parents. They used this money to buy pesticides to safeguard their crops.

In October, the pupils' investment paid off when they harvested 94 kg of onions and 766 kg of tomatoes, which they sold at UGX 2,500 and UGX 2,000 per kg respectively. From a humble investment of UGX 120,000, the pupils earned UGX 1.7 million! They split 50% of the earnings among themselves, placed 30% in their club savings account and gave the remaining 20% to compensate the school for contributing the land. African Revival staff also mentored parents of the club members and the focal teacher to guide the children on how to optimally use the money they earn. Most pupils spent their money on school materials and some even contributed toward their school fees.

to implement the Purchase for Progress Initiative in Kabarole and Kasese Districts in Southwestern Uganda.

The project will connect smallholder farmers (in farmer organisations) to sustainable grain markets by helping them to increase surplus production, improve market linkages, and manage savings and lending.

To build the institutional capacity of the farmer organisations, SNV and its partners trained five leaders each from 31 farmer groups and over 1,100 farmers (55% of whom were female) in governance, leadership skills, farming as a business, and good agricultural practices.

SNV then profiled 31 rural producer organisations to find out what information financial institutions, produce buyers, and input dealers require of farmers. This information was passed onto farmers as SNV and its partners linked them with agricultural input dealers both in and outside the region. 67 of the farmers have so far been able to buy inputs from three seed/input dealers NASECO, Victoria Seeds, and East Africa Seeds.

Still, many farmers lacked the resources to increase their productivity. To address this, project partners supported farmers to form village savings and loan associations (VSLAs).

Thirty-five VSLAs comprising over 1,100 farmers (over 60% of whom were female) were formed during the reporting period. Project partners trained 186 group leaders in VSLA methods and supported all 35 VSLAs to acquire standard VSLA kits.

By the end of 2014, the groups had accumulated over UGX 100 million (USD 37,000) in savings.

“Farmers are willing to change and adapt. However, most big organisations target the few prominent groups, leaving the weak groups limping. We are happy that SNV and the World Food Programme have expanded the programme to support more farmer groups.” **Ngabirano Augustine, Rugendabara Farmers’ Cooperative, Kasese District**



Farmers in Kasese learn how to increase their incomes through banana management growing to supplement incomes from the grain business

National Fruits Stakeholder Platform

The fruit sector is taking off in Uganda. Exports are increasing and the sector is attracting substantial investment both from government and private companies.

Yet, as fast as the sector is growing, it has the potential to grow even larger, as an expanding Ugandan middle class drives the increased consumption of fruit juices.

The sector, however, is not yet ready for this growth. It is still characterised by fragmented smallholders who farm under unfavourable conditions. They have inadequate access to quality extension services, insufficient access to markets, limited post-harvest infrastructure, and few mechanisms for irrigation.

Since 2011, SNV has worked with one portion of the fruit sector in particular: pineapple growers. Its objective has been to increase productivity, incomes, and employment within the pineapple subsector. It has done this by promoting collaboration through the National Pineapple Multi-Stakeholder Platform (MSP).

Such collaboration assists stakeholders to better exploit available opportunities in the market and collectively address the numerous constraints and bottlenecks that impede the sector’s growth.

In 2013, the National Pineapple MSP was transformed into the National Fruits Stakeholder Platform (NFSP), and its mandate broadened to include strategic fruits, such as passion fruit, mango, citrus, and sweet bananas.

The NFSP has helped to deepen stakeholder engagement, with many volunteering to serve on various technical committees.

In 2014, the NFSP became a forum for stakeholders ranging from producers, traders, processors, academia, government, and development organisations to champion the establishment of a vibrant, autonomous regulatory authority.

These same stakeholders viewed the NFSP as an inclusive vehicle for sharing information and scaling up research, exploiting emerging business opportunities, and—through farmer profiling—linking smallholders with large scale farmers and buyers with larger market outlets.

Agri-ProFocus

Agri-ProFocus (APF) Uganda, which is hosted by SNV Uganda, is a network of Dutch development agencies and their Ugandan partners that promotes farmer entrepreneurship and food security. Over the last four years, Agri-ProFocus Uganda has linked diverse stakeholders across the agri-business sector via its online platform. With a membership of 3,500 members (up from 2,600 in 2013) and 489 member organisations registered online, Agri-ProFocus Uganda is well positioned to link, support and influence private sector development in agriculture and government policy in Uganda.

Because of the increased interest from the private sector and government organisations in Agri-ProFocus activities in 2014, the network introduced two additional sectors: dairy and meat. It also introduced a new online community for young innovators;

nine organisations have already registered. Members interacted offline as well, holding seven regional and national marketplace events in 2014. These events gave stakeholders an opportunity to learn, network, and do business.

Furthermore, the network launched a new online platform, www.agriprofocus.com, which features new functionalities for users to promote business deals and share knowledge. On average, 20,000 members and visitors actively use the online platform on a monthly basis.

For more information about Agri-ProFocus in Uganda, visit their website: <http://apf-uganda.ning.com/>

Pictorial of SNV 25 year celebrations

On the 23rd of September, SNV Uganda celebrated its silver anniversary in a colourful ceremony officiated by the Minister of State for Agriculture, Professor Zerubabel Mijumbi Nyiira and the Head of Development Cooperation / Economic Affairs Embassy of the Kingdom of the Netherlands Hans Peter van der Woude. We bring you a pictorial of the celebrations



"We are proud to be associated with SNV,"
Hans Peter van der Woude,
Head of Development Cooperation
/ Economic Affairs, Embassy of the
Kingdom of the Netherlands



First National Menstrual Hygiene Conference held in Kampala

While numerous studies identify menstrual hygiene management as one of the greatest obstacles to girls’ school attendance, retention, and performance, the issue has not received adequate attention in the development discourse.

The first national conference on MHM was convened in August by a consortium of civil society organisations working in the water and sanitation sector in Uganda in collaboration with the ministries of Water and Environment; Health; Education and Sports; and Gender, Labour and Social Development.

The two-day conference was organised under the theme “**Break the Silence on Menstruation: Keep Girls in school**”. The conference built on the momentum from Global Menstrual Hygiene Day on 28 May. The conference aimed to:

- deepen stakeholders’ understanding of the impact of poor menstrual hygiene management
- advocate for policy review on menstrual hygiene management
- develop strategies for putting existing policy into operation
- demonstrate sustainable good practices on menstrual hygiene management.

“Poor menstruation management leads girls to drop out of school. An uneducated girl is a disempowered one, and that propagates the circle of poverty because women are critical in development. We should do whatever it takes to keep girls in school.” **Hon. Sarah Opendi, State Minister for Primary Healthcare, Uganda**

Conference delegates made several resolutions and recommendations:

- Resolutions on finance aimed to empower girls and women to assess the opportunity cost of neglecting MHM
- Delegates recommended that specific policies be reviewed to ensure they explicitly reference menstrual hygiene management
- Delegates recommended establishment of an MHM coordination task force between non-state actors and the ministries
- Delegates recommended that an implementation framework be developed to inform the National Development Plan and post-2015 development agenda. Such a framework would also promote public-private partnerships, making MHM initiatives more sustainable
- Delegates recommended that school sanitation facilities, which accounts for proper disposal of used pads, be standardised.

In November 2014, members of the Parliamentary Forum on Water, Sanitation and Hygiene presented a draft motion to the MHM Conference seeking input of the stakeholders. The motion was eventually passed by Parliament later that month.

It requires the Ministry of Education and Sports to set aside funds to support menstrual hygiene interventions. That support includes providing washrooms and changing rooms, painkillers, and emergency pads for girls at school.

Sustainable Sanitation and Hygiene for All (SSH4A)

In April 2014, SNV Uganda kickstarted the Sustainable Sanitation and Hygiene for All (SSH4A). SSH4A will build the capacity of local governments to lead and accelerate progress toward district-wide sanitation coverage.

The project, which is funded by UKAID through the Department for International Development (DFID), will run until 2018 in 15 districts across the Rwenzori and West Nile regions. It follows results-based management principles and aims to attain the following results:

Collection of baseline data

In July 2014, SNV, in partnership with We Consult and local partners, began collecting baseline data to measure the following:

- Access to improved sanitary facilities
- Hygienic use and maintenance of sanitation facilities
- Access to handwashing with soap.

Using a detailed household questionnaire, answers were uploaded through a data collection system directly into a database.

A total of 144 questionnaires per district were administered in selected villages.

Table 2: A ladder of progress

Level 4 Environmentally Safe	Rats cannot reach faeces; flies cannot traverse in and out of the pit. Latrine cannot influence groundwater or surface water sources.	0.3%
Level 3 Improved with no flies	Rats cannot reach faeces; flies cannot traverse in and out of the pit.	4%
Level 2 Improved	Rats cannot reach faeces; flies can traverse in and out of the pit.	24%
Level 1A Unimproved	Rats can reach faeces.	32%
Level 1B Shared	The toilet at the household is shared or the respondents are using a neighbour's toilet.	24%
Level 0 No toilet	No toilet is present at the household.	16%

- 200 villages declared open defecation free by 2015, with an additional 800 villages declared open defecation free by 2017
- 330,000 people with access to sanitation by 2015
- 60,000 additional people washing their hands with soap by 2015
- 110,000 people with improved sanitary facilities in 15 districts by 2017.

The sampling process was guided by the district, sub-county, parish, and village local leaders.

Baseline results

Access to sanitary facilities was measured during the baseline using a ladder of progress (see table 1).

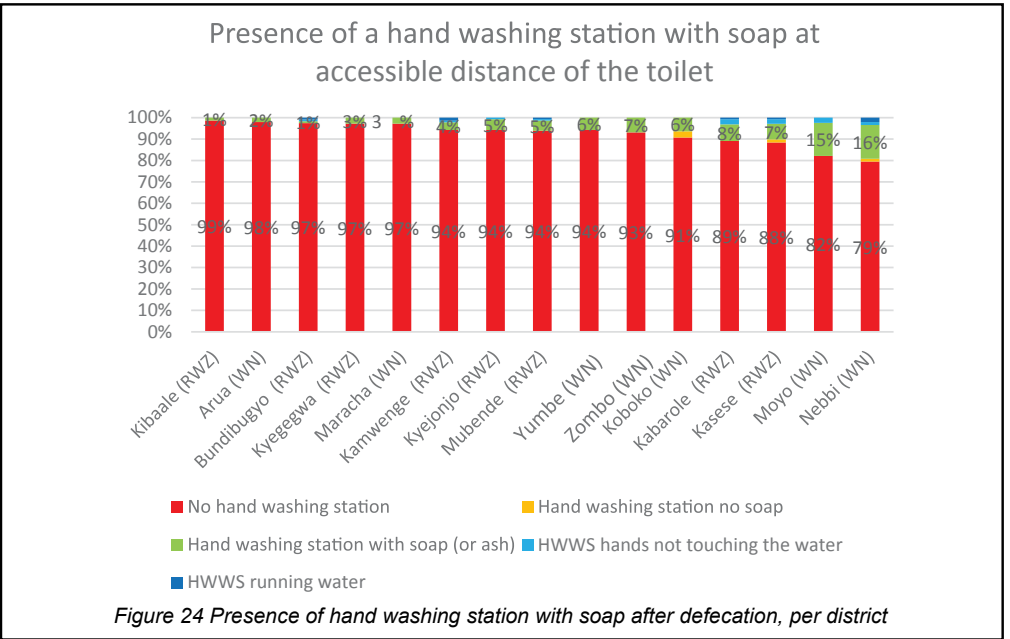


Figure 24 Presence of hand washing station with soap after defecation, per district

The baseline results illustrate three challenges, which the project is addressing:

1. Open defecation is still common, with 16% of total households not using a latrine (though with strong regional variations)
2. The quality of latrines being constructed is extremely poor; only 28% of households have access to improved latrines. This undermines the benefits of latrines, creates user dissatisfaction, and erodes sanitation coverage gains—because if facilities are not good, they do not get used
3. Sharing of latrines is common, at an average of 24% within the 15 project districts (though with regional variations).

Access to handwashing with soap

The baseline survey also gauged respondents’ knowledge of handwashing and observed the presence of accessible handwashing stations. On average, 93% of households in the target districts were not practising handwashing with soap and water, and most of the project areas had no handwashing stations.

Creating demand

To improve the situation, in 2014, SNV trained 100 facilitators (comprising local partners, health assistants, and community development officers) on various methods to create sanitation demand, including:

- Community Led Total Sanitation (CLTS), an approach that focuses on changing community behaviours toward sanitation instead of merely constructing toilets. CLTS harnesses social pressure from the whole community to eliminate open defecation
- Participatory Hygiene and Sanitation Transformation (PHAST), an approach based on the principle that when communities participate in their own projects, they make good decisions about the services they want to maintain. PHAST uses participatory tools that cover everything from problem identification to monitoring and evaluation to assist communities to effectively manage water and sanitation services.

The trained facilitators conducted activities to create demand in 21 sub-counties across the 15 target districts, reaching



A mason installing a Sato pan on an existing pit latrine

94,000 households. Access to latrines increased from 49% (45,800) to 59%, with 9,500 new latrines constructed by the end of 2014.

Options for rural households

SNV Uganda has partnered with Sanitation Solutions Group to promote the use of the SaTo latrine pan, a simple, plastic, pour-flush pan that provides an air-tight seal, maintaining odour free latrines and preventing flies and insects from getting out of the pit.

According to the SNV Uganda baseline report of July 2014 by the SSH4A, only 4% of the households in the 15 targeted districts have an improved latrine that prevents flies, whereas 79% of households use unimproved traditional pit latrines that allow flies in and out of the latrine.

Unimproved latrines increase the risk of food becoming contaminated with faecal-related diseases carried by flies. The SaTo pan is an affordable solution. It reduces not only the spread of disease, but also latrine odour and the risk of children falling in the latrine.

Tibamwenda Expedito, a 40-year-old resident of Nsonga village in Matale Sub-county, had a traditional 2-stance pit latrine. However, his two-year-old child, Mirembe Leticia, feared using the latrine because of the gaping hole and the flies that used to buzz around it. When Sanitation Solutions Group brought the SaTo pan, Tibamwenda was among the first to buy one. Today, he is a happy man because he no longer has to deal with the stench and flies. His daughter is happy to use the pit latrine now that she does not have to gaze at the hole or deal with flies.

SNV and Sanitation Solutions Group promoted the SaTo pans by training village health teams, local partners, and masons on their installation, use, and benefits. 15 people per district were trained, benefiting 225 people.

Sanitation Solutions Group sold and installed each of the SaTo pans at a minimum price of UGX 12,500 (approximately USD \$4).

Surprisingly, the cost was not a deterrent to consumers—the benefits of removing both flies and odour outweighed the financial cost. Within two weeks, over 400

SaTo pans had been sold, a clear sign that cost is not always an impediment to rural communities adopting new technologies.

Girls in Control Project: Breaking the silence around menstrual hygiene management

SNV Uganda is one of five countries implementing the Girls in Control Project. The two-year project promotes market-based WASH solutions that break the silence around menstrual hygiene management (MHM) for 36,000 schools girls in 603 schools.

The project is being implemented in four districts in Uganda—Dokolo, Lira, Mubende, and Mukono.

The Girls in Control Project works with local governments and stakeholders, as well as the private sector and national government. It seeks to build schools' capacity to provide menstrual hygiene management and services. Through the project, SNV expects to increase the number of girls who:

- can access girl friendly menstrual hygiene management facilities at school
- can access affordable menstrual hygiene materials
- practice safe menstrual hygiene at school.

The project seeks to do five things:

- Use evidence-based advocacy to build the capacity of district and national government to plan, finance, and deliver MHM services
- Develop the supply chain so that consumers can choose appropriate and affordable MHM products
- Empower girls by building the capacity of local organisations to address stigma and increase demand of MHM services
- Promote MHM at schools, meaning that pupils can hygienically access, use, reuse, and dispose of products
- Monitor and evaluate the project's successes so they can be shared with other stakeholders.

SNV conducted a baseline survey to establish the status of menstrual hygiene management in 605 schools in the four project districts, interviewing girls from P4 to P6 to deepen its understanding of the schools' menstrual hygiene management status and explore practical solutions to any gaps.



Taking menstrual hygiene advocacy to Uganda's Parliament

Of the 6,400 girls interviewed, only 36% reported using menstrual pads during their periods while the rest used rudimentary materials such as rags cut from old clothes, bark cloth, leaves and banana fibers. This exposes the girls to risk of infection. Of the 36% who use menstrual pads, 22% reported using disposable pads.

However only 2% have access to proper disposal facilities. This poses a serious health risk to schools and must be addressed.

SNV will be carrying out advocacy activities in 2015 to influence policy at the national level for the provision of menstrual hygiene services as well as carrying capacity building of the different stakeholders around menstrual hygiene options.

Triple-S: Promoting water services that last (2009-2014)

“Over the past five years, the rural water subsector has embraced new ideas and innovations focused on improving functionality of rural water supply systems and sustainability of services. Triple-S has

helped reawaken the need to look beyond systems and infrastructure to focusing on delivery of water services.” **Eng. Aaron Kabirizi, Director, Directorate of Water Development, Ministry of Water and Environment**

Sustainable Rural Water Services at Scale (Triple-S) was a learning and research initiative to bring reliable and functional water supply at scale to rural Ugandans.

It did this by shifting the focus on rural water supply from infrastructure to delivery of reliable and lasting services.

The initiative was managed by the International Water and Sanitation Centre (IRC) with funding from the Bill and Melinda Gates Foundation.

In Uganda, Triple-S began in 2009 and ended in November 2014. It was overseen by a consortium of partners—SNV Uganda, IRC, Ministry of Water and Environment, Uganda Water and Sanitation Network (UWASNET), and Network for Water and Sanitation (NETWAS).

Why Triple-S?

In 2009, rural water services in Uganda faced challenges in terms of their sustainability.

There were growing concerns about the increasing failure rate of rural water systems. While there was continuous investment in new systems and facilities, functionality rates had stagnated, remaining between 80% and 83% for five years. Without improvement in functionality, the government would not meet its target of 77% of the rural population having access to safe water by 2015.

To meet both government targets and Millennium Development Goals, there was a need to analyse what had been achieved, how it had been achieved, and the challenges that remained. New thinking was needed, especially in the wake of declining sector investment.

It was against this backdrop that Triple-S entered the rural water subsector in Uganda.

Activities throughout the implementation period centred around three pillars:

- **Promoting a service delivery approach:** There needed to be a shift from projects to services that were supported by institutional planning, financing, and governance of the sector
- **Promoting learning and adaptive capacity:** This meant shaping a sector with the capacity to learn, innovate, and adapt to changing circumstances and demands so that rural populations could continue accessing services
- **Promoting a harmonised and coordinated rural water subsector:** This meant helping donor efforts to complement each other, instead of compete with one another. It included better aligning with government-led strategies for delivering services to rural populations.

From its inception in 2009 until its end in 2014, Triple-S in Uganda implemented a wide range of activities that contributed to three key milestones:

- Opportunities for stakeholders in the target districts to learn about the service delivery approach
- Opportunities to test and improve service delivery models at the national level
- Uptake of service delivery models.

Hand pump mechanic associations operationalised

To increase the functionality rate of rural water systems, Triple-S utilised hand pump mechanic associations (HPMAs). During implementation, a thriving HPMa was identified in Kibaale District in Western Uganda. The association had been established in 1996 and had systems in place to address service delivery issues.

Using that association’s achievements as a guide, SNV facilitated the formation of five district-based associations in

operate and maintain facilities and set water fees/tariffs appropriately.

In 2013, the Ministry of Water and Environment (MWE) was granted a deviation to allow it, through the district local governments, to use a contractual framework to directly procure HPMa services to operate and maintain rural water supply facilities.

National policies and guidelines finalised and launched

In 2013, following the support of IRC/ Triple-S Uganda to the MWE, the Ministry published a revised District Implementation Manual (DIM).

The DIM sets standards and guidelines for all stakeholders involved in providing water and sanitation services at the district and sub-county levels. It will guide and harmonise implementation of WASH initiatives and be used as a tool for district capacity building and monitoring.

IRC/Triple-S Uganda made another breakthrough in 2014. After three years of mentoring HPMAs, documenting their work on post-construction, and sharing emerging issues with stakeholders in the sector, MWE was able to use the lessons from Triple-S’s work to publish guidelines for district governments and HPMAs to work together to operate and maintain rural water facilities.

MWE disseminated guidelines to each district. These guidelines will be used to streamline and regulate HPMa operations.

“If all actors adhere to the DIM, Ugandans can expect similar standards of water and sanitation services delivered across all districts, with no disparities and variations in services ... This will ensure that Ugandans will get the level of water and sanitation services they require in order to live healthy and productive lives.” **Hon. Betty Bigombe, former State Minister for Water, Ministry of Water and Environment**

Uptake of sub-county water supply and sanitation boards (SWSSBs)

Water user committees are responsible for operating and maintaining water sources.

These committees operate with limited technical and financial support and an uncertain legal status. Committees cannot sue or be sued and thus are not legally obligated to perform their duties. Nor are they able to compel users to pay fees. The result is an inability to fund major repairs.

To address this shortcoming, Triple-S tested the use of sub-county water supply and sanitation boards (SWSSBs) as a service delivery model for rural water in 14 sub-counties across Lira and Kabarole.

The SWSSBs have been institutionalised in several ways:

- The technical support units and umbrella organisations for Northern and Mid-Western Uganda have taken on the SWSSBs and are providing them with direct technical support
- MWE has incorporated SWSSBs as institutions that work with HPMAs to provide post-construction support to service providers
- MWE included the SWSSBs in the Guidelines for District Local Governments and Hand Pump Mechanic Associations and in the Sector Guidelines for FY 2013/2014
- The SWSSB Handbook, which guides SWSSB operationalisation, was finalised by MWE with support from IRC/Triple-S Uganda and the Lira and Kabarole district governments. The handbook also guided the Umbrella Organisations for Northern and Mid-Western Uganda to build the financial and management capacity of SWSSBs.

Improved monitoring of rural water services


IRC/Triple-S worked with MWE to develop service delivery indicators for water point sources and piped schemes.

These indicators will be used to monitor rural water service delivery in Uganda and to provide detailed information on the potential sustainability of water facilities.

They will also be used to assess the reliability of the systems, the actual level of water services being delivered to the population in rural areas, level of user satisfaction, level of service management, and level of the service authority and support mechanisms.

Triple-S Uganda activities, successes, challenges and recommendations have been documented and can be accessed from the following website: www.waterservicesthatlast.org/uganda





Renewable Energy

SWITCH to Clean Energy Campaign

In 2014, SNV Uganda expanded its biogas energy programme to support and promote solar power and improved cookstoves. The SWITCH to Clean Energy Campaign tackled three key challenges for rural households—limited awareness, lack of financial resources, and insufficient access—and helped SNV reach 259,000 people with renewable energy solutions in 2014.

Biogas

SNV Uganda is supporting the implementation of the African Biogas Partnership Programme (ABPP II), a four-year initiative being implemented by Biogas Solutions Uganda Limited (BSU Ltd) in partnership with the Humanist Institute for Cooperation with Developing Countries (Hivos) and the Dutch Ministry of Foreign Affairs. ABPP II is a continuation of ABPP I, which ended in December 2013. Phase II will run through 2017.

- The programme has four primary objectives:
- Support the development of innovative, healthy, and environmentally sustainable energy and fuel products by stimulating the market and using appropriate financing mechanisms.
 - Use sustainable, market-based approaches to improve access to affordable, clean, and renewable energy and fuels for households and small and medium enterprises
 - Develop and strengthen institutions that support the dissemination of biogas technology
 - Build quality bio-digesters and ensure their functionality.

In 2014, SNV created a network with more than six financial Institutions (Savings and Credit Co-operatives (SACCOS) and commercial banks) to extend biogas credit to end users. Already three of the financial institutions (Wekembe and Busiu SACCOS and Finance Trust Bank are extending biogas credit to the end users.

ABPP II has a strong focus on the development of the private sector and has vested the implementation of the programme in an entity called Biogas Solutions Uganda Ltd, which was established late in 2014. The target for ABPP II is the construction of 13,100 biogas digesters, which will provide 78,600 farmers with clean energy for cooking and lighting. In 2014, 635 households constructed biogas digesters, giving 3,800 people clean energy for cooking and lighting.

Uganda Domestic Renewable Energy Solutions (UDRES)

Uganda derives over 90% of its energy needs from biomass—mainly firewood and charcoal. Ugandans use the equivalent of 115 football fields of forest for cooking every day, yet these trees are not being replanted.

Most Ugandans use traditional and inefficient cooking technologies, despite the availability of improved cook stoves on the local market. The rate of improved cook stove adoption has remained relatively low—just 8.4% nationally. The story for lighting is similar: According to the Uganda Bureau of Statistics,

"I hate smoke!": How biogas continues to transform rural lives



Mrs Mary Muwonge lives in Mukono village on half an acre of land—the same land on which she raised her children into mature adults with children of their own.

In the past, Mrs Muwonge hired land to grow her crops so she could meet the food demands of her family. She would then have to pay back

the money for hiring the land, regardless of the crop's performance.

The meagre savings she made from selling her surplus crops was often used to buy fuel such as charcoal, paraffin, and firewood. In a given year, she spent at least UGX 456,000 on fuel for the household.

"I hate smoke," Mrs Muwonge emphasised during a recent interview at her home. In 2009, when the Uganda Domestic Biogas Program was introduced, Mrs Muwonge was among the first farmers to adopt the technology.

Her biggest motivation was to cook in a clean environment without smoke. She constructed a 6 cubic metre biogas plant, which was adequate for the size of her land. Since then, she has stopped using firewood.

Beyond removing smoke, using biogas has brought other benefits to Mrs Muwonge. Her biogas digester and bio-toilet have made her land more fertile. She uses the bioslurry from her digester in her vegetable garden and is even able to sell it to surrounding households at UGX 50,000 per sack. Her three cows, which supply most of her biogas and bioslurry, also provide her with at least 15 litres of milk every day. From the same small plot of land, she grows grass for her cows and quails, which give her 100 eggs every month.

In 2011, the Ministry of Agriculture, Animal Industries and Fisheries gave Mrs Muwonge a cow for being an exemplary model farmer. In a quest for a solution to smoke, she has built a sustainable solution with biogas that has not only provided her with clean energy for cooking and lighting, but also boosted her food security.

over 80% of Ugandans use kerosene to light their homes.

Dependence on both traditional biomass energy (charcoal and firewood) and kerosene poses environmental, social, and economic challenges to communities. These include:

- Depletion of forest resources
- Emissions of black carbon and other pollutants
- Illness and death because of indoor air pollution (causing more than 19,000 deaths in Uganda annually)
- High energy costs for consumers.

Increasing awareness and stimulating demand

In October 2014, SNV Uganda, in partnership with Impact Carbon and Energy Explorerz, launched a marketing campaign to raise community awareness for clean energy products. The SWITCH to Clean Energy Campaign was aimed at generating demand for clean energy products among last mile consumers, such as solar power, improved cook stoves, and charcoal briquettes.

Many consumers were unaware of the availability of such products. By raising awareness and stimulating interest, SNV aims to improve the lives of over 200,000 Ugandans.

Enhancing implementation capacity and improving distribution

SNV is working with suppliers and distributors to promote last mile access to renewable energy solutions. SNV Uganda partnered with suppliers of solar and improved cook stove products and linked them to local distributors. SNV also identified 27 local distributors in the pilot districts of Buikwe and Mbale and trained them on entrepreneurship and marketing.

SNV and its partners are also promoting the distributors through district marketing events as part of the SWITCH to Clean Energy Campaign. Over 4,000 people participated in the events, which led to sales of over 200 solar kits and 2,000 stoves during the one-month campaign.

"The SWITCH to Clean Energy Campaign has increased our visibility in Eastern Uganda. Last month we increased our monthly sales for improved cook stoves from 1,000 in October to 2,184 in November. This is the highest we have ever achieved, and the new sales were all in Eastern Uganda. We would like to appreciate SNV for the marketing support. Through the SWITCH Campaign, we are reaching where we had never reached before." **Isma Wamala, Operations Manager, Africa Energy and Environment Stove**

Creating an enabling environment

SNV is working closely with the Uganda National Alliance on Clean Cooking (UNACC) to build a clean cooking sector. This includes developing quality guidelines for improved cook stoves ahead of planned nationwide marketing events in 2015. SNV is also taking the lead in mobilising resources from UNACC members. The money will be used to increase the efficiency of implementation through collaboration, joint fundraising, and other means among members.

Sustainable and Secure Smallholder Systems at Scale (4S at Scale) project

SNV Uganda signed a partnership agreement with Humanist Institute for Cooperation with Developing Countries (HIVOS) to provide technical assistance to the Sustainable and Secure Smallholder Systems at Scale (4S at Scale) project. The project is being implemented under a public private partnership between SNV Uganda, HIVOS, KAWACOM Uganda Limited (KUL (a subsidiary Coffee trading Company in Uganda), Biogas Solutions Uganda (Implementing Partners of the African Biogas Partnership Programme (ABPP)). The partnership envisions the creation of viable smallholder coffee farming systems that will revitalize the sector in Uganda and provide long-term business opportunities for 20,000 smallholder coffee farmers. This will be achieved through the introduction and adoption of good agricultural practices, integration of bio-digesters and bio-slurry, diversification of income streams and inclusion of more women and youth in farming.

The project is funded by the Dutch Ministry of Foreign Affairs through NL Agency and Ecom Agro-Industrial Corporation (Ecom).

Economic oil governance, community content, and inclusive business platforms

The Government of Uganda requires companies operating in oil-rich areas to involve Ugandans in their activities. In 2011, SNV Uganda and Total E&P Uganda (TEPU), explored ways to engage local communities so they could benefit from TEPU's presence.

SNV and TEPU determined that, although most households produced crops for subsistence, with guidance many could farm as a business. SNV and TEPU analysed the economic performance of farming systems in Buliisa, Nebbi and Nwoya Districts. (SNV also worked with Trias and Tullow Oil Uganda in Buliisa and Hoima.) The aim was to better understand how communities live and subsequently identify possible areas of investment. The value chain analyses focused on cassava, rice, milk, honey, vegetables, and sesame. In 2014, the technical reports resulting from these agrarian diagnoses were adapted into booklets that can be used by the communities to improve value chains.

SNV believes it is important for stakeholders to use the data and insights from the analyses to create a common

Small-Scale Diversified Farmers



My name is Rebecca. I am a mother of five and I live in Jonam. My husband migrated to Buliisa in search of work. I head the household now. We have four acres of land on which we grow all our food.

I am a farmer and it is through farming that I have been able to support my children to attend school. My husband also sends us some money whenever he can but this does not happen often. On my land, I plant several food crops including cassava, maize, sesame and vegetables.

In neighbouring districts like Nwoya where the soils are more fertile, they grow cassava, ground nuts and rice. Farmers in Nwoya have a hard time dealing with elephants which destroy their crops. The only crop that does not attract elephants is sesame. This is grown in places that are at high risk of elephant attacks.

In Jonam, we mainly grow the local sesame because it is heavier than the hybrid varieties. In one acre of sesame, between 200 and 360 kilos can be harvested depending on the variety. In Nwoya, they mainly grow the hybrid varieties. The main input dealers include: APEF (Agricultural Productivity Enhancement Forum) and AFARD (Agency for Accelerated Regional Development).

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strategy for agricultural interventions. These interventions should be equitable, inclusive, and market-oriented.

Stakeholders must commit, through inclusive dialogue, to support a holistic development plan for the region. They must document issues that arise, set priorities, and identify interventions. This approach will lead to a dynamic agro-industrial sector.

In cooperation with Ford Foundation, SNV Uganda designed and incubated an initiative for inclusive business. The platform brings together services to coach participants on gender mainstreaming, land governance, and development of inclusive value chains. SNV and its partners expect this approach to expand employment and marketing opportunities for subsistence farmers and their families.

As part of the inclusive business platform, Ford Foundation facilitated a learning visit to Zanzibar for farmers to see successful cases in the vegetable value chain. From this learning exercise, SNV, Virtual Springs Limited, one of the SNV local partners and farmers learnt how Zanzibari smallholder farmers have:

- negotiated business arrangements with buyers
- improved productivity
- collectivity aggregated production
- organised themselves to benefit from extension services and collective marketing advice
- addressed input and post-harvest issues
- accessed technologies such as irrigation.
- The participants also learnt how:
- off-farm businesses and services support the vegetable supply chain

- women are economically empowered in the vegetable supply chain.

B-Space: Building impact coalitions and accelerating business solutions to development challenges in Uganda

Private companies and development agencies share a common interest: They want to make markets work more effectively and sustainably for low-income households. SNV Uganda, OXFAM and BoP Innovation Centre worked together to map the need for inclusive business advisory and incubation services in Uganda. In late 2013, this consortium established B-Space Ltd., a non-profit enterprise that serves low-income households. B-Space offers inclusive business advisory and incubation services in Uganda, helping to align social impact with a market-based approach.

In 2014, B-Space and SNV and other partners worked together to develop innovative market solutions through research on issues ranging from menstrual hygiene, solar energy, cotton seed oil, crickets as food product and Oxfam/Novib impact investment.

B-Space and SNV are also contributing to the development of the **Inclusive Business Accelerator Online**. This is a virtual incubation centre, connecting start-ups, investors and business coaches. The platform will be launched in 2015. Entrepreneurs will have access to free online tools, mentorship opportunities, and private deal rooms. **For more information about B-Space, visit its website: <http://bspa.co.ug/>.**

What it takes to win

In November 2014, SNV Uganda carried home two accolades from the Institute of Certified Public Accountants of Uganda, emerging overall winner under the NGO category and general NGO category. The Financial Reporting Awards, commonly referred to as the FiRe Awards, showcase quality financial and business reporting in Uganda. SNV Uganda’s Country Controller, Michael Tugyetwena, was interviewed by New Vision after the awards. The following are excerpts from the interview:



New Vision: Last year SNV Uganda was the second runner-up in the NGO category below BRAC Uganda and ActionAid International Uganda. What did you do differently that made you walk away with two awards this year?

Michael: Our goal at SNV is to be a partner of reference. This means that we have to continuously innovate and look for better ways of differentiating ourselves.

Last year was our maiden foray into the financial awards. We emerged second runner-up, which was a good thing because we got detailed feedback from the evaluators and used that to improve on our reporting.

This year’s awards attracted even more NGOs, which raised the bar of financial reporting. But we were better prepared because we were armed not only with feedback from the Institute of Certified Public Accountants but our very own internal systems, which requires a high level of integrity and efficiency in reporting.

New Vision: How do you balance innovation and implementation in this rapidly changing development environment?

Michael: By allowing ourselves the flexibility to try new approaches and learn from them. We are currently implementing a number of new projects like the DFID-funded Sustainable Sanitation and Hygiene for All project.

The objective is to move people beyond simply constructing new latrines and stop open defecation by changing their sanitation and hygiene behavioural practices on a permanent basis. We know that this is not an easy task and, moreover, this is a result-based funding, but we are committed to testing new ideas.

It’s through these learnings that we develop better solutions that not only work for a short period but are sustainable.

New Vision: You recently celebrated 25 years in Uganda. What is SNV doing differently to make a lasting contribution toward improving the livelihoods of rural Ugandans?

Michael: In SNV, we believe in the power of people to pursue their own development. This is, in our view, the only way that true development can be sustained.

We don’t come with ready-made solutions to communities’ challenges. Instead, we believe in partnering with communities in finding solutions because it’s in the active involvement and ownership of solutions that lasting change can be seen.

The challenge that we see is not of lack, although there is no question that lack and need exists in our country—it is the absence of options.

Our country is currently grappling with high levels of deforestation, which has caused significant havoc in terms of mudslides and landslides. But people have to eat, and the common source of energy is firewood and charcoal.

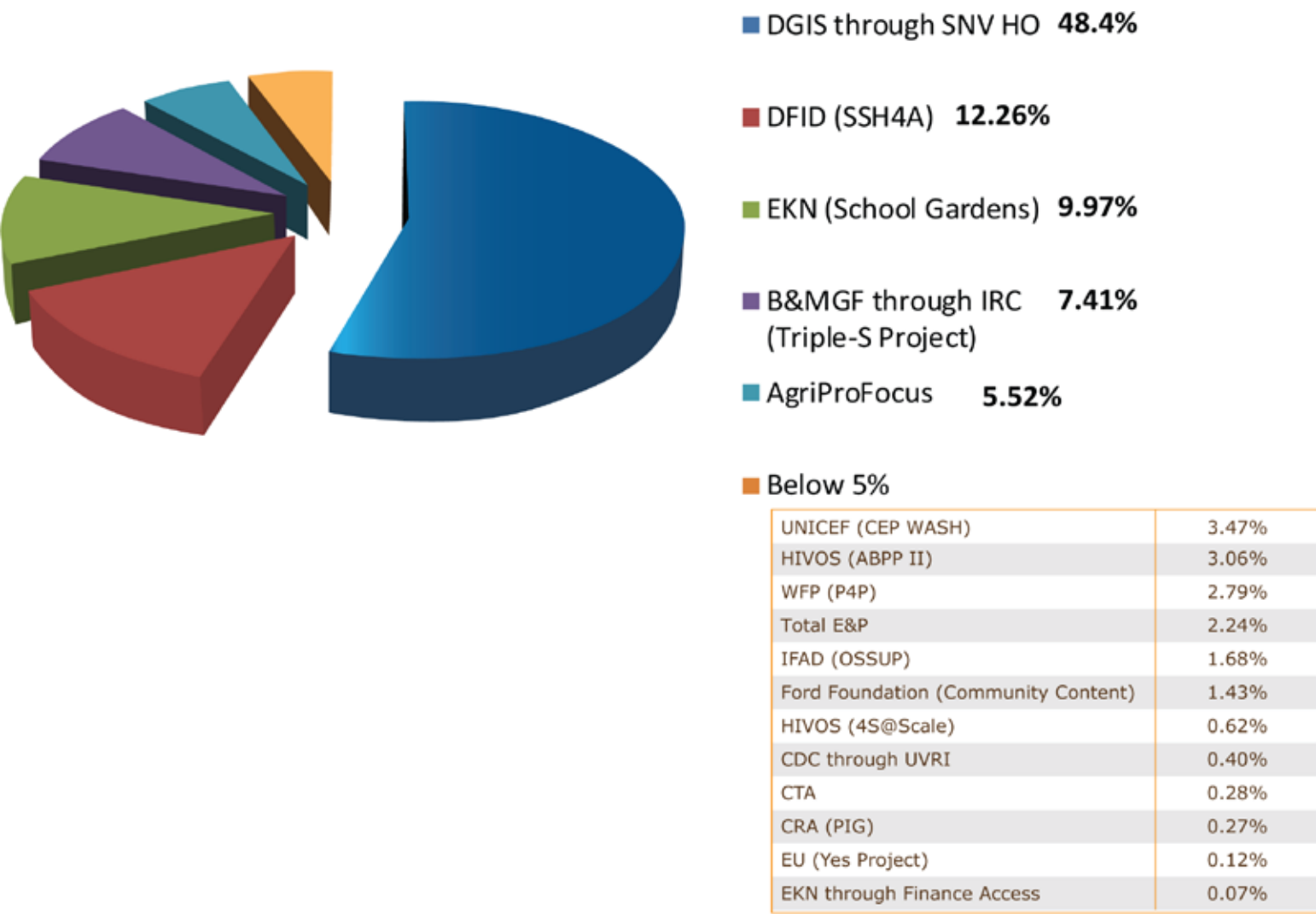
If we increased the energy options, for instance by promoting fuel saving cook stoves that use less firewood and other alternatives to charcoal such as briquettes, then maybe we could get the attention of the people. That is what we as an organisation are working toward, increasing options for people living in poverty, connecting them to markets and strengthening their capacity to exploit these options.

Financial Report

In 2014 the SNV total annual budget increased from 5.3 Million Euros in 2013 to 5.7 Million Euros in 2014.

SNV’s resource mobilisation efforts led to an increase in partnerships with 10 new donors funding new programmes implemented by SNV.

SNV Uganda funders



Country Office

Michael Tugyetwena - *Country Controller*
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Pheonah Kisembo Omach - *HR Officer Country*
Ketrah Mukone - *General Support Officer*
Annette Kakwera - *Office Administrator*
Jeanette de Regt - *Country Director*
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Rinus van Klinken - *Sector Leader WASH*
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Triple-S

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Abisa Joseph - *Research Officer*
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Benon Safari - *Transport Officer*
Eric Agaba - *Transport Officer*

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Deborah Nabirye - *Administrative Assistant*
Lillian Nabasirye - *Advisor WASH*

Consultants

Patrick Mugisa
Edward Kamoga – Kamwenge, Kasese
Interface Consulting LTD
Moses Komagum - Kyenjojo
Florence Kasirye
Mango tree
Victoria Brown
Matlin Consultancy Limited
Dr. William Kihire Mugisa
Delta
DEEP Consultants LTD - Doreen Kirungi
Susan Karungi
Bspace
WE consult
Fred Mulabya - Rwenzori
Edward Kibuuka - Rwenzori
Patrick Tajjuba - Rwenzori
Peter Kalyebi - Rwenzori
Henry Kimera
Helen Mwase
Tusubira Elisha – Masaka, Lyantonde
Tom Omach
Joweria Nambooze – Food Security and Nutrition
Abraham Nangiro - Nakapiripiriti

Local capacity builders

Agriculture LCBs

Effective Skills Development Consultants – Kyegegwa / Kiruhura, Mbale
Africa Institute for Strategic Animal Resource Services and Development – Mbale,
Kamwenge, Kyegegwa and Kiruhura
Real Harvest (u) ltd - Mbarara
Komagum Moses - Bududa
Palm Business Consult- Gulu, Lango, Arua
Mudankanu William - Kamuli
Twin Investments ltd - Central
Farm reap - Central
Consultancy in Agribusiness Development UGANDA Uganda – Mbale, Kamuli, Sironko
Agency For Sustainable Rural Transformation – Lira, Arua, Gulu
Virtuous Springs Limited– Nebbi, Nwoya
Lunch 4 Learning - Kamuli
Makutano - Soroti
Strat Project - Rwenzori
Nile Pro Trust - Arua
African Revival – Nwoya, Abim, Agago
EPOH Group Limited – Nebbi and Arua
Kamoga Edward - Kasese
SMJR Consult - Kampala
Nsiima Agribusiness Concern LTD
Sarah Muzaaki - Kampala
Hoima District Farmers Association - Fort Portal
Agency For Sustainable Regional Development– Nebbi, Zombo, Yumbe and Moyo
Centre for Governance and Economic Development - Arua
Crystal Trends Innovations LTD - Gulu
Foundation for Rural and Urban Advancement - Kasese
All Nations Christian Care - Lira
Andrew Kalema Ndawula - Kampala
Bringing Hope To the Family - Kyenjojo
Cyber Trends - Kampala

WASH

Soroti Rural Development Soroti
Network for Water and Sanitation Uganda - Rwenzori
Caritas Arua
EMESCO Development Foundation – Kibaale and Kyenzige
Joint Effort to Save the Environment - Kabarole
Agency for Sustainable Regional Development - Yumbe, Moyo, Nebbi, Zombo
Karambi Action for Life Improvement - Kasese, Kamwenge
Caritas Kasese - Kasese
Former Seminarrians in Development - Arua
Centre for Governance and Economic Development – Arua, Nabbi, Nwoya
Palm Consult - Moyo
Rural Initiative for Community Empowerment - Koboko, Maracha
Development Foundation for Rural Areas - Kyenjojo
Uganda Rural Development and Training Programme - Kyegegwa
Caritas Kiyinda Mityana - Mubende
Rural Health Care Foundation Uganda - Mubende
Caritas Nebbi - Nebbi
Management, Research and Training Consult LTD
Nebbi Church of Uganda - Nebbi
Nutricare International - Yumbe
Development Foundation for Rural Areas - Kyenjojo
All Nations Christian Care - Soroti
CARITAS LIRA - Lira
Child Care and Youth Foundation - Mukono
Children’s Chance International - Lira
Humanitarian Efforts and Relief Uganda - Mukono
Uganda Muslim Women Vision - Mukono
Women in Developmental Concerns Coalition Mubende - Mubende
Youth Social Work Association - Dokolo
Foundation for Urban and Rural Advancement – Bundibugyo
Children and Wives of Disabled Soldiers Association - Mubende
Church of Uganda Diocese - Nebbi
New Initiatives General and Advisory Centre (U) – Tororo, Busia, Iganga e.t.c
Soroti Rural Development Agency - Soroti
Consultancy in Agribusiness Development UGANDA – Sironko, Kamuli
Community Organisation for Rural Enterprise Activity Management (CREAM) - ARUA
Omni Tech

Renewable energy

CIRCODU
Integral Advisory Limited
Impact Carbon
Mbarara Zonal Agricultural Research and Development Institute Youth
Association for Rural Development Intervention (YARD) - Buikwe
MicroFinanza

Agri-ProFocus

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